



Flight Programs and Projects Directorate (FPPD) Diversity Strategic Plan (DSP)



Workplace Vision:

Goddard employees respect, appreciate, and value individual differences so that we can capitalize on the strengths of a diverse workforce to better perform our mission through teamwork and innovation.

Background:

The FPPD DSP is modeled after the Goddard Space Flight Center (GSFC) DSP. The FPPD Plan provides the necessary support to Center initiatives to assist the Center in accomplishing its diversity related goals and objectives.

Strategies:

The FPPD Plan contains measurable steps that address critical areas of diversity such as recruitment and retention of the best and brightest employees. The three key diversity strategies are to:

- Develop employees to their maximum potential
- Create an inclusive environment and culture
- Work towards being an “Employer of Choice”

This plan is a living document and will evolve to reflect changing circumstances and continual progress.

FPPD DSP SIGNATURE PAGE



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Goddard Space Flight Center

Strategy 1: Develop employees to their maximum potential



Goals	Objectives/Steps	Action Plan	Outcomes
Goal 1: Opportunities for growth exist equitably for all employees	<p>Ensure diverse participation in and recognition for:</p> <ul style="list-style-type: none"> Awards (Center and Agency Honor awards, and monetary awards such as Performance and Special Acts awards) Promotions Developmental assignments (formal details requiring paper) Work teams Leadership Training 	<p>1.Utilize panel interviews for all selections. Ensure panel(s) has diverse representation from customers stakeholders and includes the selection official. Actionee: FPPD Administrative Officer Status: Currently, there is a Center policy. Now, FPPD is drafting a hiring policy. FPPD Diversity Council (FPPD DC) recommends full implementation by October 2004.</p> <p>2. Maintain matrices of all employees to track the progress of directorate employee leadership training. Actionee: FPPD Training Coordinator Status: Information was collected in July 2004 for an update.</p> <p>3. Supervisors discuss mentoring opportunities with employees during biannual and annual performance planning. Actionee: FPPD Career Development Manager Status: Currently in process. FPPD DC recommends the following: (1) senior management send biannual reminders to all FPPD personnel, and (2) an Individual Development Plan (IDP) signature change be inserted in all performance appraisals that shows, by signature of the supervisor and employee, that the employee was offered and considered an IDP during the appraisal mid-term and annual meetings.</p>	<p>Selection decisions consider a broad range of inputs, resulting in fairer and more successful selections.</p> <p>Managers at the Directorate and Program level are proactive about identifying future leaders and all employees are considered.</p> <p>Proactive approach optimizes those who need mentoring get it.</p> <p>Ensures all individuals have the opportunity for development and engages managers in identifying options</p>

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Strategy 1: Develop employees to their maximum potential (continued)



Goals	Objectives/Steps	Action Plan	Outcomes
Goal 1: Opportunities for growth exist equitably for all employees (continued)	Promote & expand mentoring opportunities (defined as Center-wide and directorate-wide formal/informal mentoring programs)	<ol style="list-style-type: none"> 1. Maintain Directorate informal mentoring program. Encourage managers to serve as mentors to at least one Directorate or Center employee. Actionee: FPPD Career Development Manager 2. FFPD mentoring program manager obtain feedback on results. Actionee: FPPD Career Development Manager 	<p>Employees obtain insights and feedback from experienced managers to assist in overcoming the barriers to full inclusiveness and utilization.</p> <p>Continuous improvement of FFPD mentoring program is more timely and effective at meeting employee needs.</p>
Goal 2: Supportive environment exists for employee development	Support and gain insight from culture surveys/audits	<p>Establish Directorate team to review results of survey data.</p> <p>Actionee: FPPD Diversity Council (DC)</p> <p>Status: FPPD DC team was developed and reported results. Report needs a follow-up review of recommendations/actions.</p>	Directorate employees have opportunity to be a part of the response rather than rely only on management interpretation.

Strategy 1: Develop employees to their maximum potential (continued)



Goals	Objectives/Steps	Action Plan	Outcomes
Goal 2: Supportive environment exists for employee development (continued)	Develop and implement action plans based on results of survey, as appropriate	<p>FPPD DC team develops recommendations for actions in response to findings.</p> <p>Actionee: FPPD Management reviews and approves actions plan, assigns responsibility and tracks results.</p> <p>Status:</p>	<p>Action plans are tailored to address Directorate unique issues and concerns.</p> <p>Obtains buy in by leadership team and ensures accountability for results.</p>

Strategy 2: Create an inclusive environment and culture



Goals	Objectives/Steps	Action Plan	Outcomes
Goal 1: Environment is well-balanced and stress-reduced	Support the Centers Human Capital Management strategy.	Actionee: FFPD Deputy Director participates actively in all Center Human Capital planning and communicates these initiatives/actions to workforce and builds action plans.	Directorate needs for Human capital are addressed in center level plans and decisions. Employees understand and feel represented in Center Human Capital plans and policies.
Goal 2: Communication with and among employees is timely and open	Encourage employees to participate in existing diversity dialogue forums Utilize open forums and internal media to communicate diversity initiatives, action plans and results.	Ensure FPPD participation in the Diversity Dialogue Project (DDP) sessions meets or exceeds target allocations by number of participants. Actionee: FPPD DDP Coordinator Status: Discuss Diversity in all-hands meetings, in newsletter articles, on the webpage and in discussion groups. Actionee: All Directorate management Status:	Expanded employee awareness of differences and perspectives of others and the effect on working relationships and behaviors. Increased awareness and understanding of diversity and it's relationship to organizational mission success.

Strategy 2: Create an inclusive environment and culture (continued)



Goals	Objectives/Steps	Action Plan	Outcomes
Goal 3: Employees and supervisors are educated on diversity and its value to the GSFC mission	Supervisors, managers and team leaders are trained and can communicate with employees on the need to develop inclusive environment.	<p>Ensure all new and existing supervisors participate in training (i.e. Trevor Wilson Inc (TWI))</p> <p>Actionee: FPPD Career Development Manager</p> <p>Status:</p> <p>Incorporate Diversity into Project Management Development Emprise (PMDE) training, such as in DDP and TWI training.</p> <p>Actionee: FPPD Career Development Manager</p> <p>Status:</p> <p>Encourage use of leadership training, such as the Four-Dimensional (4-D) Performance Enhancement Process or other similar types of programs within projects and programs.</p> <p>Actionee: FPPD Career Development Manager</p> <p>Status:</p> <p>Create community of champions for diversity that represent each program and with direct access to decision makers.</p> <p>Actionee: FPPD DC</p> <p>Status:</p>	<p>Supervisors are able to communicate consistent, clear and significant message of the importance of diversity relevance to the workforce.</p> <p>All potential future project managers are trained in Diversity in alignment with Center models.</p> <p>Establishes common leadership model philosophy across projects, incorporating framework for behaviors and relationships.</p> <p>Diversity messages to workforce are incorporated into daily operations of projects and communication flows back to Directorate management and reflects needs and interests of the projects and their employees.</p>

Strategy 3: Work towards being an “Employer of Choice”



Goals	Objectives/Steps	Action Plan	Outcomes
Goal 1: High awareness of, and respect for diversity	Study, benchmark and adopt best practices	Benchmark with at least two other directorates per year. Actionee: Center DC Status: FPPD will annually surface this suggestion to Center DC for their consideration.	Utilize best practices and leverage efforts of each organization to achieve maximum results.
		Recommend planning and implementation of one-day annual retreat with all directorate diversity teams. Actionee: Center DC Status: FPPD will annually surface this suggestion to Center DC for their consideration.	Same as above.
Goal 2: Diversity initiatives are linked to Center's strategy and outcomes	Include diversity as a strategic investment in the Directorate's Business Plan and overall strategy	Review Directorate business strategy biannually to ensure appropriate emphasis on respect for diversity and employee differences. Actionee: FPPD Deputy Director Status:	Appropriate emphasis is placed on diversity as a component to meeting our mission objectives. Barriers are reduced or eliminated.
	Recognize and reward team leaders, supervisors and managers who successfully implement diversity initiatives	Utilize peer awards to recognize successful diversity approaches. Actionee: FPPD Directorate Management Status:	Managers role model behaviors through public recognition of successes.
	Managers and supervisors utilize multi-rater feedback and assessment	Set goal to have all supervisors obtain 360 Feedback (Employee Supervisory Feedback System) Actionee: FPPD Deputy Director Status:	Managers understand areas for their improvement and become more effective at dealing with organizational and workforce issues and needs.

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